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To: Crowell, Louise
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Date: 10/9/97 11:31am
Subject: DLAMP

Attached is the press release. Potential applicants can reach me at (703) 325-9989 for more information. Thanks for your help in getting the word out!

U.S. Army
News Release
Army Public Affairs
Washington, D.C. 20310

October 8, 1997

Headline: Army Civilians Prepare for DoD National Security Leadership Roles

The Department of the Army (DA) is searching for the best and brightest civilian employees to participate in a new developmental program -- the Defense Leadership and Management Program (DLAMP). Established by the Office of the Secretary of Defense (OSD), DLAMP ensures a cadre of future civilian leaders with Department of Defense-wide (DoD) competencies.

The DLAMP is a competitive training, education and development program. In the first years, nominations are limited to GS and GM-14 and 15 employees. The OSD allocated 123 spaces for Army participants in DLAMP for fiscal year (FY)1998.

The DLAMP consists of a mandatory rotational assignment of at least 12 months; a course of professional military education (3-6 months); a minimum of ten graduate-level courses in leadership and management subjects relevant to the DoD; and component and occupation-

specific developmental courses that complement DLAMP. Participants meet these requirements on an incremental basis over a period of six years. Previous education and experience may fulfill some of the DLAMP requirements.

Upon completion of the program, participants are highly competitive for vacant senior-level leadership jobs designated as DLAMP positions. These positions require a Department-wide perspective; have responsibility for people, policy, programs and other resources of broad significance; or dedicate a preponderance of duties to supporting joint warfighting capability.

The deadline for receipt of nominations to Headquarters Department of Army is extended to October 24, 1997. Interested employees should contact their servicing Civilian Personnel Office or Civilian Personnel Advisory Center for addition information, applications, forms, and local deadlines.

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ARMY MESSAGE FOLLOWS......

UNCLAS MESSAGE FROM DA WASHINGTON DC//SFCP-COA//
DTG ~~030800Z SEP 97~~ 08 Oct 97

SUBJECT: Defense Leadership and Management Program (DLAMP) Announcement (suspense: ~~10 Oct 97)~~ 24 Oct 97)

A. DOD Directive 1430.16, Subject: Defense Leadership and Management Program (DLAMP), April 11, 1997.

B. Civilian Personnel Manual, Chapter 410-G, DOD 1400.25M, October 1, 1985.

C. SFCP-COA message, subject as above, 030800 Sep 97.

1. ~~This constitutes the Army-wide announcement for the DLAMP.~~ The HQDA deadline of 10 October 1997 announced in reference c above is hereby extended to 24 October. Request widest dissemination as soon as possible to all eligible personnel.

2. **TITLE**: Defense Leadership and Management Program (DLAMP)

  (123 Army Nominations)

ACPERS COURSE CODE: TBD

LENGTH OF PROGRAM: Intermittent, NTE 6 years

LOCATION: Various

NOMINATION SUSPENSE DATE: ~~10 October 1997~~ 24 October 1997

PROGRAM DATES: Continuous

3. **ELIGIBILITY**: Department of Army civilian employees at GS/GM-14/15, or equivalent, who have career status and are serving in permanent competitive appointments; Schedule A, Excepted appointments without time limitation; or, are serving under an Excepted Service appointment in the Civilian Intelligence Personnel Management System (Title 10 USC 1590) and have a minimum of three years of consecutive service under one or more permanent appointments. **NOTE:** Prior application for or enrollment in a long-term training program, to include the July 1997 competition for DOD at-large nominations to the Naval War College and National Defense University Colleges, **does not** constitute application for DLAMP.

4. **OTHER REQUIREMENTS**:

a. Mobility (geographic, organizational, and occupational) is a condition of enrollment in this program. Candidates must sign a mobility agreement.

b. Candidates must agree to serve in DOD for at least three years after completing a 10-month professional military education (PME) program.

c. Candidates must have the ability to obtain a Top Secret clearance, which may include a drug test.

d. Candidates in acquisition career fields must also meet requirements under the Defense Acquisition Workforce Improvement Act for their grade level.

5. **PURPOSE**: On April 11, 1997, the Deputy Secretary of Defense authorized this program through Department of Defense Directive 1430.16. The purpose of DLAMP is to establish a DOD-wide program for developing future civilian leaders with a DOD-wide capability to:

a. Enable them to assume broader responsibility in an increasingly complex environment;

b. Expand their knowledge of the Department's national security mission;

c. Strengthen communication and trust among senior military and civilian leaders;

DLAMP also fulfills the mandate of the 1995 Commission on Roles and Missions of the Armed Forces for mandatory rotational assignments, a structured educational system, enhanced opportunities to attend military service schools, and replacements for those attending long-term training.

6. **DESCRIPTION**: DLAMP is a developmental program for those who want to compete for DLAMP leadership positions. The developmental program consists of four elements:

a. A mandatory rotational assignment of at least 12 months;

b. A course of professional military education (either three months or the full 10-month program of instruction) taught by the National Defense University Colleges or one of the component Senior Service Colleges;

c. A minimum of ten graduate-level courses in leadership and management subjects relevant to the Department of Defense; and

d. Component and occupation-specific developmental courses that complement DLAMP. For Army participants, these comprise the leader development core curriculum, to include Army Management Staff College, and occupational training requirements documented in Army Civilian Training, Education and Development System (ACTEDS) plans.

7. DLAMP leadership positions comprise up to 10 percent of component-managed positions in GS-14, 15, and the Senior Executive Service (or equivalent) across the Department of Defense. These are positions that require a Department-wide perspective; have responsibility for people, policy, programs and other resources of broad significance; or that dedicate a preponderance of duties to supporting joint warfighting capability. Specific DLAMP leadership positions have not yet been designated by the components. Incumbents of designated positions will not be adversely affected.

8. Each participant will continue to officially occupy his/her position of record during the period of training. Completion of the program may take up to six years, incrementally. It is expected that the previous education and experience of some participants may fulfill some of the requirements of the DLAMP developmental program.   Development will be guided by an individual development plan. Mentors will be assigned to participants.

9. **PROGRAM BENEFITS**: Successful completion of DLAMP shall result in enhanced responsibility (not necessarily a promotion) for the participant in the same or a different position.

10. **APPLICATION PROCESS**: The application package consists of the following two parts. The entire package will be forwarded to a Department of the Army Secretariat Selection Board for evaluation and ranking. Only Part A of the package will be forwarded to the DLAMP Council for final review and selection.

Part A (Forwarded to DLAMP Council):

a. DLAMP Nomination for Fiscal Year 1998 Admission;

b. Education history (excluding programs lasting less than two weeks);

c. Career history (not to exceed three type-written pages);

d. Description of how nominee meets the Executive Core Qualifications (not to exceed three type-written pages). See "Evaluation, Selection, and Notification" below.

e. Letter of endorsement from nominee's supervisor.

Part B (For Army Selection Board Use Only):

a. Nominee's Statement of Interest;

b. Functional Review Form;

c. Individual Mobility Agreement for Assignment to Competitive Long-Term Training (LTT);

d. Last three performance appraisals (include TAPES support forms);

e. SF 181, Race and National Origin Identification.

11. Applications will be forwarded through the chain of command. Applications must be endorsed by each echelon through which the nomination is forwarded, i.e., installation commander, major subordinate commander, MACOM commander. Completed nominations will be forwarded to: OASA(M&RA), ATTN: SFCP-COA (Ms. Berardelli), Hoffman II, Room 4N07, 200 Stovall Street, Alexandria, VA 22332-0300. To obtain forms, contact Penny Berardelli at 703-325-3768 or DSN 221-3768, or e-mail at berardep@asamra.hoffman.army.mil.

12. **EVALUATION, SELECTION, AND NOTIFICATION**: Applicant packages are evaluated at each level of the submission process - supervisor, commander, MACOM, and HQDA selection board before recommendations for Army candidates are forwarded to the DLAMP Council for final approval. Evaluations are based on the level and degree to which the applicant possesses the Executive Core Qualifications. Candidates must also demonstrate expertise in one or more of the broad functional areas in which DOD employs managers and leaders, including

progressively responsible assignments leading to both breadth and depth of experience.

13. The Executive Core Qualifications (ECQs), and key characteristics of each, are listed below. (**NOTE**: Additional information on the ECQs may be found in the Office of Personnel Management's Guide to Senior Executive Service Qualifications. This document is available on the Internet at *http://cpol.army.mil*, under SES Information, Vacancy Announcements and Application Information.)

a. Strategic Vision. The ability to ensure that key national and organizational goals, priorities, values, and other issues are considered in making decisions and exercising leadership to implement and to ensure that the organization's mission and strategic vision are reflected in the management of its people. Key characteristics include:

(1) Identifying and integrating key issues affecting the organization,
including political, economic, social, technological, and administrative factors;

(2) Understanding the roles and relationships of the components of the national policy-making and implementation process, including the President, political appointees, Congress, the judiciary, State and local governments, and interest groups;

(3) Exercising leadership and motivating managers to incorporate vision, strategic planning, and elements of quality management into the full
range of the organization's activities.

b. Human Resource Management. The ability to design human resource strategies to meet the organization's mission, strategic vision, and goals and to achieve maximum potential of all employees in a fair and equitable manner. Key characteristics include:

(1) Acquiring a diverse work force with the necessary knowledge, skills, abilities, and/or potential through appropriate planning, recruitment/ outreach and selection processes;

(2) Assessing employees' unique developmental needs and providing developmental opportunities which maximize employees' capabilities and contribute to the achievement of organizational goals.;

(3) Fostering a working environment where people who are

culturally diverse can work together cooperatively and effectively in achieving
organizational goals;

(4) Providing leadership in setting the work force's expected performance levels commensurate with the organization's strategic plan objectives;

(5) Promoting quality through effective use of the organization's
performance management system (e.g., establishing performance standards,
appraising staff accomplishments using the developed standards, and taking action to reward, counsel, or remove employees, as appropriate);

(6) Dealing effectively with employee/labor management relations matters, including resolving conflicts, attending to morale and organizational
climate issues, handling administrative, labor management, and EEO issues, and taking disciplinary actions when other means have not been successful;

c. Program Development and Evaluation. The ability to establish program or policy goals and the structure and processes necessary to implement the organization's mission and strategic vision. Inherent in this process is ensuring that programs and policies are being implemented and adjusted as necessary, that the appropriate results are being achieved, and that a process for continually examining the quality of program activities is in place. Key characteristics include:

(1) Assessing policy, program, and project feasibility;

(2) Formulating short- and long-term goals and objectives and integrating them into a strategic plan;

(3) Structuring and organizing work and setting priorities;

(4) Anticipating and identifying, diagnosing, and consulting on potential or actual problem areas relating to program implementation and goal
achievement; selecting from alternative courses of corrective action; and/or taking action from developed contingency plans;

(5) Setting effectiveness, efficiency, productivity, evaluation, and

management/internal control standards;

(6) Establishing and utilizing procedures and processes to monitor
progress toward organizational objectives;

(7) Taking any necessary corrective action to ensure an effective,
efficient, and productive organizational unit.

d. Resources Planning and Management. The ability to acquire and administer financial, material, and information resources. It also involves the ability to accomplish the organization's mission, support program policy objectives, and promote strategic vision. Key characteristics include:

(1) Managing the budgetary process, including preparing and justifying a budget and operating the budget under organizational and Congressional procedures;

(2) Overseeing procurement and contracting procedures and processes;

(3) Integrating and coordinating logistical operations;

(4) Overseeing the allocation of financial resources;

(5) Establishing and assuring the use of internal controls for financial systems;

(6) Ensuring the development and utilization of management information systems and other technological resources that meet the organization's needs.

e. Organizational Representation and Liaison. The ability to explain, advocate, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations and organizational units. Key characteristics include:

(1) Representing and speaking for the organizational unit and its work (e.g., presenting, explaining, selling, defending, and negotiating) to
those within and outside the agency (e.g., agency heads and other political and career executives; Office of Management and Budget;

Congressional members, staffs, and committees; the media; clientele and professional groups);

(2) Establishing and maintaining working relationships with internal
organizational units (e.g., other program areas and staff support functions);

(3) Developing and enhancing alliances with external groups (e.g., other agencies and governments, Congress, and clientele groups);

(4) Working in groups and teams; conducting briefings and other
meetings;

(5) Seeing that reports, memoranda, and other documents reflect the position and work of the organizational unit;

(6) Getting understanding and support from higher-level management.

14. **FUNDING**: The DLAMP office will provide temporary backfill salary at a rate of 50% of the cost for participants on rotation or attending an in-resident, 10-month PME program. In addition, DLAMP will centrally fund 100% of authorized administrative costs and TDY expenses for participants to attend prescribed training intermittently over the six years.

15. **EVALUATION OF TRAINING**: Participants, their supervisors and mentors will evaluate the overall program as well as specific program elements upon completion, in accordance with the DLAMP program evaluation plan.

16. See para 11 above for the HQDA point of contact. Request civilian personnel representatives obtain forms and provide them to eligible, serviced personnel as soon as possible.

FORMS CAN BE RETRIEVED FROM THE WEB AT:

"WWW.HQ.USACE.ARMY.MIL/CEHR/C/MAINHRC.HTM"